



# KEY RISK INDICATOR WORKSHOP

This workshop is aimed at risk practitioners and business managers who have implemented, or are looking to implement, a robust and comprehensive Key Risk Indicator process within their organisation. The workshop covers all aspects of setting up, running and developing a KRI process that can be used both as an essential component of the overall risk management framework as well as a powerful tool to assist management in the day to day control of the business. The workshop is hands-on and involves case studies to reinforce concepts covered in a practical workshop environment.

## DATES

[www.protecht.com.au/risktraining](http://www.protecht.com.au/risktraining)

## PRESENTER

David Tattam

## LOCATION

Sydney, Melbourne, Brisbane,  
Perth or in-house

## DURATION

1 Day

## David Tattam

David is an Executive Director of The Protecht Group and author of "A Short Guide to Operational Risk". He is recognised internationally as a specialist in all facets of risk management and in particular, enterprise risk management. Prior to founding Protecht in 1999, he held roles as the Head of Operations and Risk Management at two international banks, WestLB and The Industrial Bank of Japan. His career also spanned 7 years with PwC. David is currently active in consulting to and training in a wide range of industries in relation to setting up risk management functions and implementing enterprise risk systems. He has been instrumental in the development of Protecht's fully integrated ERM software solution, Protecht.ERM. David is also a supporter of Bow Tie analysis and has been an advocate and avid user for many years. David is an Associate of the Institute of Chartered Accountants in Australia, a Fellow of the Institute of Chartered Accountants in England and Wales and a Senior Fellow of the Financial Services Institute of Australia.

## COURSE HIGHLIGHTS

- An in-depth understanding of the objectives of a KRI process and what an effective KRI process entails.
- An understanding of how KRIs fit into the overall enterprise risk management framework
- The ability to identify and design an effective group of relevant KRIs
- An understanding of the various types of KRIs and how to categorise them
- The ability to identify and implement strong leading KRIs
- The ability to design an effective and efficient KRI process from collection and recording to reporting
- The ability to scale KRIs and reflect risk appetite / tolerance into the KRI process
- The knowledge to weight and aggregate KRIs to produce more relevant summary data for senior management
- The ability to report KRIs in a meaningful way
- How to use KRIs in risk and general management
- An appreciation of the system requirements and system pitfalls for an effective KRI process
- The skills to be able to carry out KRI workshops with management teams



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## GET IN TOUCH

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# COURSE OUTLINE. INTELLIGENCE GAINED.

## 1. KRIs as part of an ERM Framework

- Revisiting risks and controls –what are we “indicating”
- The risk Bow Tie. Causes, Events and Impacts.
- A risk framework:
  - Components and where KRIs fit
  - Standards: AS/NZS ISO 31000 and COSO
- Inherent risk, residual risk and control effectiveness
- Regulatory guidance over KRIs

## 2. Defining KRIs

- What is a KRI?
- KRIs vs. KPIs
- What are we trying to track?
- Key Risk Indicators and Key Control Indicators
- Risk types to track
- Defining the objectives of KRIs

## 3. Identifying KRIs

- Identifying key risks: How?
- Mapping key risks to identify “red flags” and “symptoms”
- Identifying KRIs around the key risks
- KRIs to track the Enterprise Risk Management (ERM) and Compliance processes
- Types of KRIs:
  - Single KRIs
  - Composite KRIs
  - Qualitative KRIs
  - Generic and Specific KRIs
  - Leading and Lagging KRIs
- Case Study: Identifying KRIs

## 4. A KRI library

- Purpose of a KRI library
- Contents of the library
- Maintaining and improving the library
- Using the library

## 5. Assessing the quality of KRIs

- Strength of relationship to what is being tracked
- The importance of risk velocity
- Leading or lagging
- Ease of collection
- Case Study: Ranking your KRIs

## 6. Setting up KRIs

- Linking KRIs to risk “types”, controls etc
- Setting KRI thresholds
- Aggregating KRIs through weighting
- Determining collection and reporting frequency
- Assigning responsibility
- Case study: Setting up sample KRIs

## 7. The KRI process

- Collecting KRIs
- Evaluating and scoring KRIs
- Investigating and explaining KRIs
- Escalations, follow up and workflow
- Case Study: Conducting a KRI collection procedure

## 8. Reporting KRIs

- Types of report:
  - Traffic light
  - Trend
  - Benchmark scatter
- Aggregated dashboard and drill down reports

## 9. Using KRIs

- As a risk monitoring tool
- As a feedback and incentive tool
- As a management tool
- As an input into the risk quantification and capital model
- As a benchmarking tool

## 10. KRIs in an integrated risk management process

- Linking KRIs to:
  - Risk and control self assessment
  - Compliance
  - Incident management
  - Action Tracking

## 11. The future of KRIs

- Where to next?
- The value of Big Data
- Maximising the value from the KRI process
- Continually improving KRIs
- Main pitfalls and how to overcome them

### How to Register:

To register please send an email to [info@protecht.com.au](mailto:info@protecht.com.au) or phone +61 2 8005 1265.

Payment can be made by direct bank transfer on the subsequent receipt of an invoice.

### Cost:

The cost of the course is \$990 + GST. This fee includes all materials, lunch, morning and afternoon refreshment but excludes your travel, accommodation and incidentals.

### Course Times:

Registration commences at 8.30am. The course commences at 9.00am and concludes at 5.00pm.

### Terms and Conditions:

Protecht reserves the right to cancel or postpone this program due to circumstances outside of its control. Protecht will endeavour to provide confirmation of the course proceeding or being cancelled or postponed on or before 14 days prior to the course start date. If you do not receive such confirmation, please contact Protecht directly for confirmation. Where Protecht does cancel or postpone the course, delegates will receive a full refund of the course fees paid. Protecht will not be liable for any expenses associated with attending the course, including but not limited to costs associated with airfares and accommodation, should the course be cancelled or postponed at any time. For participant cancellations received less than 4 weeks prior to course commencement no refund will be given. However, a replacement delegate is acceptable.

### Company Details:

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